PROGRAMMING SEMINAR SERIES

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Seminar 1.3: Program Design and Implementation
HOUSEKEEPING/ZOOM
STRATEGIC FRAMEWORK FOR DATA-DRIVEN AND EVIDENCE BASED PRACTICE

Program Inventory & Literature Review
Logic Models & Process Maps
Contracting Practices
Data Strategy & Dashboards
Program Evaluation & Cost Benefit Analysis

Seminar Series 1: Programming
Seminar Series 2: Data Strategy and Evaluation
• Give counties approaches to look at their justice involved populations through a lens of evidence, shared interventions, and a system-wide view.

• Offer tools that help to operationalize and embed evidence in program design and funding

• Apply concepts of cost efficacy to program design and assessment
<table>
<thead>
<tr>
<th>Component</th>
<th>Question</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Program Inventory</td>
<td>How do we build a program inventory and make it useful?</td>
<td>Oct 2020</td>
</tr>
<tr>
<td>Assessing and Applying Evidence</td>
<td>How do we look at evidence and ask critical questions?</td>
<td>Dec 2020</td>
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<tr>
<td>Program Design and Contracting</td>
<td>How do we connect evidence to contracting and program design?</td>
<td>Feb 2021</td>
</tr>
<tr>
<td>Cost Benefit, Part 1</td>
<td>What are the key concepts in developing a cost-benefit model?</td>
<td>Apr 2021</td>
</tr>
<tr>
<td>Cost Benefit, Part 2</td>
<td>How do we use cost-benefit analysis to inform policy and practice?</td>
<td>June 2021</td>
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SEMInAR 1.3: PROGRAM DESIGN AND CONTRACTING
# Program Design and Contracting Seminar Overview

## How do you design programs to have maximum impact?
- Program Inventory
- Evidence Review
- Logic Models
- Process Maps

## How do you ensure contracts and implementation work?
- Challenges to Implementation
- Accountability vs. Fidelity
- Data Driven Planning and Development
HOW DO YOU DESIGN PROGRAMS TO HAVE THE MAXIMUM IMPACT?
WHAT DOES A PROCESS MAP LOOK LIKE FOR THE JUSTICE SYSTEM?

What kind of programs impact Re-entry outcomes?

Source: Bureau of Justice Statistics, 2019
## WHAT KINDS OF PROGRAMS ARE WE OFFERING FOR RE-ENTRY

<table>
<thead>
<tr>
<th>Program Inventory</th>
<th>Program Description</th>
<th>Outcomes/Needs Addressed</th>
<th>Evidence Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasoning and Rehabilitation II (R&amp;R II)</td>
<td>Cognitive behavioral therapy intended to help participants develop social skills, moral reasoning, and problem-solving skills. The focus of R&amp;R II involves assisting clients develop problem solving skills through moral reasoning.</td>
<td>Criminal Thinking Companions Anti-Social Patterns Pro-Criminal Attitude</td>
<td>Highest Rated</td>
</tr>
<tr>
<td>Employment Services</td>
<td>Employment services in the form of soft skills, resume preparation, job searches and job training, includes interactive journalized curriculum.</td>
<td>Employment</td>
<td>Highest Rated</td>
</tr>
<tr>
<td>The Nurturing Parenting Program (Men &amp; Women)</td>
<td>Program for the prevention and treatment of child abuse and neglect.</td>
<td>Family Relationships/Parenting</td>
<td>Highest Rated</td>
</tr>
<tr>
<td>Motivational Interviewing</td>
<td>Theoretical approach to therapeutic interventions helping consumers identify areas in their life that cause problems, help motivate consumer to change behaviors and sustain positive changes</td>
<td>Antisocial patterns Alcohol/Drug Leisure/Recreation Family/Marital</td>
<td>Highest Rated</td>
</tr>
<tr>
<td>Cognitive Behavioral Therapy for Depression</td>
<td>Group therapy utilizing cognitive behavioral therapy to build skills to develop a positive, more balanced and constructive ways to respond to stressors to reduce/manage symptoms of depression</td>
<td>Alcohol/Drug Leisure/Recreation</td>
<td>Highest Rated</td>
</tr>
<tr>
<td>Dialectical Behavior Therapy - Emotional Regulation</td>
<td>Skill building therapy group utilizing Dialectical Behavior Therapy, integrating mindfulness, distress tolerance and effective communication</td>
<td>Alcohol/Drug Leisure/Recreation Family/Marital</td>
<td>Highest Rated</td>
</tr>
</tbody>
</table>

3 different Cognitive Behavioral Model
What does the justice system look like when you zoom in?

Did our program impact what we thought around re-entry?

Source: Bureau of Justice Statistics, 2019
WHAT IS A LOGIC MODEL?

• Logic models are “theories of change”
  
  ➢ Represent the program model from the literature and your program inventory
  
  ➢ Show the process through which the program is expected to achieve its intended objectives
  
  ➢ Highlight the data elements that will need to be collected by agencies, non-profit providers, and/or contractors
Who currently uses/completes logic models?
WHAT MAKES A GREAT LOGIC MODEL?

The Document:

- A well described problem
- Simple and clear in program design
- Interventions grounded in solid theory
- Communicates goals and interventions effectively
- Systematically tracks the program
- Look at the problem from different angles

The Process:

- It brings in all the key players: stakeholders, staff, clients/customers, political folks, and researchers
- It is a process that helps everyone get clear about what it is they are trying to accomplish
A general logic model

Target Population
• Program Population being served

Inputs/Resources
• Financial, human, and material resources

Activities
• Tasks personnel undertake turn inputs to outputs

Outputs
• Products and services produced

Outcomes
• Intermediate effects of outputs on clients
Example Logic Model: Batterer’s Intervention Programs

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Inputs/Resources</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Those convicted of 1203.098 charges</td>
<td>---- County----</td>
<td># of probationers assessed using LS-CMI (by score) by PVR officer</td>
<td># of probationers attending orientation within 14 days of referral</td>
<td>-- SAFETY --</td>
</tr>
<tr>
<td>• Low static Risk LS-CMI/ ODARA Clients</td>
<td>• Investigating Officers to assess and write reports</td>
<td># of probationers assessed using ODOARA(by score)</td>
<td># of Probationers attending intake Assessment [including pre-test &amp; Readiness to Change] with Provider</td>
<td>• New conviction, any charge AND new IPV charge, at end of BIP program regardless of program outcome</td>
</tr>
<tr>
<td>• Medium/HR IPV Clients</td>
<td>• Probation officer’s supervision of offender post-disposition</td>
<td># of probationers ordered to 26-week program</td>
<td># of probationers successfully completing IPV program in allocated timeframe</td>
<td>• New conviction, any charge AND new IPV charge, year from end of BIP program</td>
</tr>
<tr>
<td></td>
<td>• Victim services and engagement by supervising DPOs</td>
<td>-# of victims contacted for feedback via victim survey</td>
<td># of victims reporting improvement in sense of peacefulness</td>
<td>• Restraining Order violations per a new Probation violation filed during program</td>
</tr>
<tr>
<td></td>
<td>• Funding for provider training on curriculum</td>
<td>-# of program reviews completed with IPV stakeholders</td>
<td># of program reviews completed with a passing grade for credential</td>
<td>• Restraining Order violations per a new Probation violation filed within 1 year of program completion</td>
</tr>
<tr>
<td></td>
<td>• Probation Staff certification and BIP oversight</td>
<td>-# of referrals to other programs as determined by criminogenic need</td>
<td>-# of ancillary program completions for criminogenic needs</td>
<td>-- HEALTH AND WELLNESS --</td>
</tr>
<tr>
<td></td>
<td>---Providers----</td>
<td>-# of probationers referred to BIP</td>
<td>-Completion of referred substance abuse program</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Open Group with trained facilitators</td>
<td>-# of probationers who complete a post-program evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Standardized curriculum used</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

These generally need a more robust analysis
How do you transition from design to implementation?
Captain Kirk got so deep into fighting space aliens that he forget that the purpose of the USS Enterprise was to go where no one had gone before.
Implementation Questions

Fidelity Questions

Process Map Reviews
When a program is adapted, most of the changes are a reaction to:

- Lack of time (80 percent).
- Limited resources (72 percent).
- Participant retention difficulty (71 percent).
- Resistance from implementers (64 percent).
- Difficulty recruiting participants (61 percent).

Moore, J. E., Bumbarger, B. K., & Rhoades Cooper, B. (2013). Examining adaptations of evidence-based programs in natural contexts. *Journal on Primary Prevention, 34*, 147-161
A PROCESS MAP DESCRIBES THE FLOW OF WORK

It allows a county to:

- Brainstorm ideas for process improvement
- Improve communication
- Identify bottlenecks, repetition, and delays

It provides definition for:

- Ownership
- Responsibilities
- Process metrics
- Time standards or statutory requirements
PROCESS MAPS 101

**Who is being recruited?**

- Milestone Based Sentence
  - Reentry deputies recruit eligible offenders for Reentry programming
  - 1-year community Followup
  - Re-Assessment and Terminate

**How much dosage do people receive?**

- 4+ months remaining
- Low/medium security housing eligible

**Example Jail Re-Entry Program**

- Assigned Caseworker
- Assessment Performed
- Intake Agrees to Participate
- Inmate Agrees to Participate
- End

**How do assessments drive client selection?**
HOW DOES THIS HELP PROGRAM IMPLEMENTATION?

- Clear sense of program design, theory of change, and operations
- Improved opportunities for dialogue and collaborative program creation
- Referral pathways and information exchanges developed
HOW DO YOU ENSURE CONTRACTS AND PROCESS FOLLOW DESIGN?
POLL #2: CONTRACT COLLABORATION

☐ How many people collaborate with providers before releasing the bid to a contract?
WHAT ARE YOU TRYING TO ACHIEVE FOR CLIENTS?

COMMUNITY BASED ORGANIZATIONS ARE PART OF AN ECOSYSTEM

THE FORMAL SYSTEM NEEDS TO HAVE CLEAR OPERATIONAL TIES TO PROVIDERS

CONTRACTING CAN BRING NEW SERVICES AND CONNECTIONS NOT POSSIBLE THROUGH THE FORMAL SYSTEM

CONTRACTING IS A PARTNERSHIP
CHALLENGES TO TRADITIONAL CONTRACTING PRACTICES

- Focus on compliance rather than performance
- Limited collaboration and capacity building
- Lack of collection and use of meaningful data to improve outcomes

$80 billion dollars spent year on contracts for state and local government.
ACCOUNTABILITY VS. FIDELITY

Accountability

Fidelity

County

Providers
ACCOUNTABILITY DIMENSIONS

- Treatment or Application
- Program Staff
- Discharge Planning
- Data Tracking and Reporting
- Orientation, Assessment, or Planning

Program Accountability
ACCOUNTABILITY DIMENSIONS

• **Program Staff:** Measurements should include (1) a review of staff training and certifications, (2) staff vacancies, (3) use of non-program staff (mentors/assistants) that interact with participants, and (4) other staffing practices.

• **Orientation, Assessment, Planning:** (1) Collecting initial and secondary assessments, and (2) collecting treatment or case plans.

• **Treatment or Application:** These measurements should include data collection around (1) approach or intervention, (2) curriculum, (3) dosage, (4) caseload sizes, and (5) orientation, progress notes, completed case files.

• **Discharge Planning:** collect critical information on (1) exit interviews, (2) exit assessments, (3) placement into downstream programs (often more than just referrals), post-exit support, post-exit downstream communication.

• **Data Tracking and Reporting:** These seems duplicative of the issues above, but this is about ensuring contract compliance on data submissions, data tracking, and data reporting (i.e., contractors should also get a score for how well they report the information that the program is asking for).
FIDELITY DIMENSIONS

Adherence: Extent to which an intervention, modality or treatment is delivered consistent with program theory and design, that is, as it was intended.

- **Exposure or Dose:** The amount of program content received by participants; in other words, whether the frequency and duration of the intervention is as full as prescribed by its designers.
- **Quality of Delivery/Dose:** The manner in which a Contract staff member delivers a program; whether program delivery approaches a pedagogical or theoretical ideal.
- **Participant Responsiveness:** Measures how participants respond to, or are engaged by, an intervention: participant “buy in.”
- **Program Differentiation:** Identifying or unique features of components or programs that differentiate a program.
- **Reach and Scope:** The rate of involvement and representativeness of participants, as well as program retention, program completion and that needs of participants are met.
IMPORTANCE OF BOTH

**Accountability**

- Measuring *thoughtful accountability* helps an organization ensure that contractors are following the requirements in the contract.

- Creates a top-down approach to ensuring that the most relevant and important information is requested from providers and connects how it will be used by providers.

- Evaluating contract compliance using quantifiable scores will allow an organization to identify areas that need improvement, observe trends over time, and put into effect corrective action plans to resolve those problems more efficiently.

**Fidelity**

- Measuring fidelity helps an organization link the outcomes of a program or treatment to the intervention.

- Fidelity can help determine the true effect of the program to address if an outcome of an intervention is attributable to the intervention itself.

- Once fidelity is measured, programs can be adapted to improve validity and reliability.

- Program outcomes can then be attributed to the program being delivered as intended, rather than concluding it is the lack of implementation producing those outcomes.
USE DATA TO INFORM CONTRACT PLANNING AND DEVELOPMENT

- Use needs assessments and other existing data sources to identify service priorities
- Use program inventory data to identify service needs and areas of excess capacity
- Use research clearinghouses to find effective programming
- Use benefit-cost analysis to understand program return on investment
USE DATA FROM CLIENT ASSESSMENTS TO GUIDE PROGRAM AND SYSTEM DESIGN

Percent of Clients with Top Criminogenic Needs, by current Usage

- Substance Use: 22% (Assessments), 29% (Currently in Program)
- Criminal Thinking: 52% (Assessments), 10% (Currently in Program)
- Self Improvements and Management: 12% (Assessments), 21% (Currently in Program)
- Social Skills Development: 5% (Assessments), 6% (Currently in Program)
- Life Skills: 7% (Assessments), 25% (Currently in Program)

*Adapted from Santa Cruz County 2015 RFP*
01. Provide key information on requested evidence-based services

02. Define evidence criteria and specify requirements through a logic model

03. Clarify how programs will be assessed and monitored

04. Specify implementation and outcome reporting requirements

SPECIFY EVIDENCE REQUIREMENTS IN RFPS
Engage Stakeholders to Build Long Term Capacity

1. Educate providers on evidence based Programs
2. Solicit provider input on RFP development
3. Provide training on creating a competitive proposal
4. Provide technical assistance on identifying and selecting EBPs
5. Identify training needs for delivering EBPs
Q AND A
RESOURCES
MATERIALS, GUIDES AND TEMPLATES

Materials available:

CSAC Support Hub Contracting Toolkit

Logic Model Example (Intimate Partner Violence)

RFP Example – Santa Cruz County AB109

Harvard Performance Lab - Results Driven Contracting: An Overview

Pew-MacArthur Results First Brief – How to Use Evidence in the Contracting Process

Programming Series Info:
https://www.counties.org/framework-seminar-series

Support Hub Website:
https://www.counties.org/csac-support-hub
LOOKING AHEAD
Integrating County and State Data
This seminar focuses on strategies to integrate county and state data. This includes reviewing key data domains and elements, linking data that contains individual identifiers, event identifiers, and data across systems.
PROGRAMMING SERIES - SEMINAR 1.4 (APRIL)

Cost-Benefit, Part 1
This session will focus on the key concepts of applying economic analysis to justice systems and programs. We will explain the key drivers of cost in justice systems, as well as how to develop localized analysis of sentencing outcomes, recidivism, and resource use. Building on early seminars on program inventories, this will also address how to develop high quality cost estimates of programming interventions in this seminar series.
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